

ARIZONA DEPARTMENT OF REVENUE

1600 WEST MONROE - PHOENIX, ARIZONA 85007-2650

JANE DEE HULL
GOVERNOR



MARK W. KILLIAN
DIRECTOR

October 20, 2000

Governor Jane Dee Hull
Office of the Governor
1700 W. Washington Street
State Capitol, 9th Floor
Phoenix, Arizona 85007

The Honorable Governor Hull and the Taxpayers of Arizona,

We present to you and the taxpayers of Arizona our Annual Report. You can see we have changed it dramatically to reflect the fine employees of this organization and all the work they do on behalf of the state of Arizona.

The taxpayers of Arizona request that their state government be responsive to their needs. They also expect quality work, excellent customer service, fair administration of the law and forward thinking leadership.

Here at the Arizona Department of Revenue, we have aggressively been working to achieve the desires of the taxpayers. Most notably, we have begun the Malcolm Baldrige Process for quality review of all of our processes and we have embarked on a reengineering program to modernize the business structure of the technology of the Department.

We hope you enjoy reading our Annual Report. If you have any questions, concerns or comments please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "M.W. Killian".

Mark W. Killian



Mark Killian has been the Director of the Arizona Department of Revenue since March 3, 1997. As Director, he serves as chairman of the Property Tax Oversight Commission, the Debt Oversight Commission and the Economic Estimates Commission. Reporting to the director are the deputy directors, who assist the director in the day-to-day operations of the agency and who serve as the acting director when the director is absent. Responsible for coordinating tax policy and the legal support function, the Chief Tax Policy Officer reports to the director. This position oversees economic and tax research and analysis, criminal, internal and tobacco investigations and advocacy in administrative proceedings.

Prior to his appointment as the Director, Mr. Killian served 14 years as a member of the Arizona House of Representatives, the last four as Speaker of that body. Active in Boy Scouts of America, Mark has attained the rank of Eagle Scout, the Duty to God award and been presented with the Silver Beaver Award. He earned a Bachelor of Science Degree in Business Administration with specialization in real estate and a minor in urban planning from Arizona State University.

Agency Mission, Vision, Goals and Philosophy & Values

Mission

To promote voluntary compliance with all tax obligations through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

Vision

The leader in public trust and quality customer service--dedicated to excellence--where teamwork, innovation and efficiency are synonymous with the Arizona Department of Revenue.

Goals

- ◆ Goal 1 – To make quality service a FACT (fair, accurate, courteous and timely).
- ◆ Goal 2 – To efficiently process the state tax revenues.
- ◆ Goal 3 – To help each taxpayer comply with Arizona tax laws.
- ◆ Goal 4 – To provide employees with the tools and working environment to perform their job with integrity, pride and satisfaction.
- ◆ Goal 5 – To use technology and other resources effectively.



Cindy Kappler is one of two deputy directors at DOR. She oversees the operation of four divisions – Compliance, Property Valuation, Taxation and Transaction Privilege Tax. In addition, she also has oversight over the Office of Management Analysis. Prior to coming to the Arizona Department of Revenue in March of 1997, Cindy worked for the Arizona House of Representatives, serving as the Deputy Chief of Staff from 1994-1996. She has worked in state government since 1987. Cindy is married to Eugene and has four children: Samantha 8, Benjamin 6, Cassidy 2, and three-month old Joshua.

Jeff Grant is one of two deputy directors at DOR. He oversees the operation of four divisions – Taxpayer Support, Information Technology, Administrative Services and Data Management. In addition, he also has oversight over the Hearing Office and the Staff and Organizational Development Section. Prior to coming to the Arizona Department of Revenue in March of 1997, Jeff was the Chief of Staff at the Arizona House of Representatives from 1993-1996. He has worked in state government since 1987. Jeff is a graduate of Arizona State University. He is married to Elizabeth and has three children, Alex 9, Jake 4, and Katelyn 2.



Summary Of Philosophy & Values

- ◆ To earn and hold the public trust via accessible, efficient and effective service.
- ◆ To make quality service fair, accurate, courteous and timely (FACT).
- ◆ To assist the public in understanding and complying with Arizona tax laws.
- ◆ To ensure employees have the tools, training and environment to do their jobs well.

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